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Chapter I
Introduction

1. As I submit my tenth and final annual report to the Member States on the work of the Organization, I recall the opening lines of my very first annual report, in which I observed that Member States and the peoples of the world were asking the United Nations to do more — in more spheres of activity, in more locations, in more challenging circumstances — than at any point in the Organization's history. This trend has been the defining feature of my 10 years at the helm of the United Nations Secretariat. As I prepare to leave office, the United Nations has more political missions and peacekeepers deployed in more — and more dangerous — locations than ever before. It has its largest-ever humanitarian caseload, including more people displaced from their homes than at any time since the founding of the United Nations. As a result of the adoption of bold new agreements on sustainable development and climate change, it has a more ambitious sustainable development agenda than ever. Notwithstanding other periods of multiple demands on the Organization, the present scale and complexity of its global operations and programmes are unprecedented, even as it grapples with limited resources. By adapting to evolving needs and opportunities, the Organization has become more effective and efficient in how it delivers on its mandates. But increased demand ultimately requires increased investment and trust from Member States so that the United Nations can continue to deliver.

2. This rising level of demand upon the United Nations is in keeping with the dramatically changing global landscape and the growing number of challenges that no country can confront alone. It reminds us anew of the enduring value of the United Nations as a forum for problem-solving and a tool for burden-sharing. This was a decade of tectonic turbulence and exponential change. Globalization ushered in many opportunities for prosperity and for a sense of shared global community and humanity. But with greater opportunity emerged greater risk and unforeseen challenges. Just as goods and people moved seamlessly across borders, so too did diseases, weapons and extremist propaganda. Events in one part of the world reverberated all over the globe. The decade was marked by a series of crises with global repercussions, from the financial, food and fuel crises to the wave of unrest in the Middle East and North Africa. These setbacks diverted resources away from development towards crisis response and magnified fear and anxiety in many quarters. Throughout my tenure, leaders and global institutions struggled to keep pace with change and to sustain popular faith in their ability to manage its consequences. This was the first decade of the social media age, in which the voice of "we the peoples" was increasingly, resoundingly heard in global affairs. People rightly demanded more of their leaders and more of the United Nations. I trust that they will look back on this decade as a time when the Organization delivered for them, while also adapting to a profoundly changing world so that it could continue to deliver long into the future.

3. I took office determined to adapt the United Nations — and to support Member States in adapting — to deepening interdependence in a fast-changing world. To that end, I undertook a series of structural reforms and other steps to improve the Organization's functioning and effectiveness, while also advocating vigorously for Member States to keep their commitments across all three pillars of

the work of the Organization — peace and security, development and human rights. Many of my efforts have borne fruit within this most recent reporting period.

4. In the area of development, throughout my tenure I advocated for keeping the promise of the Millennium Development Goals and accelerating their implementation. We met the first Millennium Development Goal, cutting global poverty by half. We put more girls in school and saved more mothers from death in childbirth. These were no small feats but they were not enough to deliver a life of dignity for all. People around the globe continued to struggle to put food in their children's mouths, to earn a living wage and to live a life of dignity and peace. As the deadline for the Millennium Development Goals neared, we recognized that their successors would need to more fully integrate economic growth, social justice and environmental stewardship. An impressive global coalition came together to craft a set of sustainable development goals that were adopted by Member States as part of Agenda 2030 in September 2015. These goals are designed to be universal, broader, and more inclusive than their precursors, including by encompassing such key aims as peace, justice and strong institutions.

5. Recognizing that we were the first generation to truly feel the effects of climate change and the last generation that could take meaningful steps to avert its worst impact, I decided early in my tenure to take a leadership role on this existential threat. When I took office, international climate negotiations were making slow progress and it was not universally accepted that the United Nations Secretary-General had a personal role to play. However, I could not stand by in the face of a faltering global response to the defining challenge of our time, which was already having an effect on all areas of work of the United Nations. I engaged directly with world leaders, paying visits to some of the worst affected parts of the world, and undertaking a wide variety of other initiatives to keep the issue — including that of climate finance — on top of the global agenda. Combined with global action at many levels by world leaders, civil society, the private sector and many other concerned actors, those efforts contributed to the Paris Agreement of 2015. The agreement was a triumph for people, planet and multilateralism itself. On Earth Day 2016, 175 countries signed the agreement, breaking a global record. Much of the hard work lies ahead but I will leave office encouraged that the issue got the attention it deserved in time to make a difference.

6. Women hold the key to driving progress across the international agenda. With that in mind, I made the empowerment of women a cardinal mission throughout my time in office. I ushered UN-Women into existence and undertook special initiatives on issues such as maternal and child health, sexual violence and economic empowerment of women. I tried to set an example through improving the gender balance in senior appointments at the United Nations itself. We did not reach parity but we broke many glass ceilings during my tenure. When I took office, there were no women heading peace operations in the field. Now, nearly a quarter of United Nations missions are headed by women. I also appointed the first woman Legal Counsel, the first woman Police Adviser, the first woman Force Commander and more than 100 women at Assistant or Under-Secretary-General level.

7. With the world supporting its largest-ever generation of young people, I also sought to harness the energy of youth. We saw time and again their energy, passion, and keen desire for a voice in their own affairs. I responded by appointing an Envoy on Youth — himself only 28 years old — and making every effort to ensure that the

voice of those "succeeding generations" was heard in our decision-making at the United Nations. I made a point of meeting with young people whenever possible, to hear their concerns and to encourage them as the leaders of tomorrow.

8. In the area of peace and security, I made conflict prevention a priority throughout my time in office, beginning with strengthening United Nations capacity in mediation and preventive diplomacy. The proof of these reforms has been in the heightened demand throughout the decade and across the globe from Member States and regional partners for preventive diplomacy, mediation and mediation support from the United Nations. In 2016 alone, my envoys continue the painstaking work of diplomacy on the Syrian Arab Republic, Yemen, Libya and elsewhere, while United Nations personnel in peace operations and country teams work discreetly around the world to avert violent conflict and promote dialogue. I am pleased that Member States have responded to the recent series of independent reviews of our action on peace operations, peacebuilding and women and peace and security by pointing to the imperative of conflict prevention. We have much work to do to consistently translate this rhetoric into reality. In that connection, I launched the Rights Up Front initiative to better link the three pillars — peace and security, development and human rights — and to use prevention of violations as a principle for internal decision-making by the United Nations.

9. During my tenure, the United Nations became the second largest deployer of troops in the world. Peacekeeping deployments hit an all-time high. Deployments were not only bigger, they were far more complex and sometimes more remote. Operating environments became more and more dangerous as the security situation deteriorated in many regions. This required us to innovate continuously so as to make peace operations more responsive, effective and accountable. Accordingly, there were important reforms to the architecture of the United Nations in the peace and security realm throughout my tenure. As I took office, the new peacebuilding architecture was getting off the ground and, over the course of my time in office, it made a mark on our work to more successfully build and sustain peace in countries that had suffered the scourge of war. Member States have just adopted ground-breaking resolutions on sustaining peace that enshrine many of the lessons we have learned along the way.

10. I also book-ended my tenure with reforms to our systems for deploying and managing peace operations. This began with the establishment of the Department of Field Support and ended with proposals from the High-level Independent Panel on Peace Operations, which made important recommendations on how we can better manage peace operations and deepen the global partnerships underpinning them. Some of the Panel's ideas will necessarily fall to my successor and many of the most important are in the hands of Member States but the bulk of those that fall under my authority are expected to be well implemented by the time my term concludes.

11. Institutional reforms alone will not be sufficient to the future effectiveness of our operations, however, if they are not undertaken with a renewal of the requisite political will and trust. The compact among Member States that contribute in different ways to peace operations, and between Member States and the Secretariat, has been frayed by some of the challenges of recent years and badly needs to be restored, especially in cases where host government consent comes into question. I was especially disappointed by the muted response from the Security Council to the

expulsion of United Nations civilian personnel from Western Sahara. I was also disappointed at the limited support for new proposals to strengthen our capacity for conflict prevention, in view of the clear consensus that we urgently need to do better at preventing violent conflicts before they start.

12. The deteriorating security environment required us to innovate in other ways too. The reporting period began with the winding down of the first-ever United Nations emergency health mission. The United Nations Mission for Ebola Emergency Response was an important and successful example of the flexible and creative use of the United Nations political, logistical and other capacities to respond to the kinds of unanticipated crises that our interconnected world experiences with ever more frequency. Emerging threats such as organized crime and violent extremism also required new approaches and a principled collective response. One major output of this effort was my Plan of Action to Prevent Violent Extremism. I was pleased that Member States supported the call in my plan for a comprehensive approach encompassing not only security-based counter-terrorism measures but also systematic preventive steps to address the underlying conditions that radicalize individuals and drive them to join violent extremist groups. I look forward to continuing engagement on this and related issues in follow-up to the General Assembly review of its counter-terrorism strategy.

13. Another innovation was the response to the use of chemical weapons in the Syrian Arab Republic, where the joint investigative mechanism serves a dual purpose of investigating the specific use of these inhumane weapons and acting as a deterrent to their future use. More generally, I advocated for action across the disarmament agenda, on nuclear weapons, conventional arms and small arms and light weapons. I sought to revitalize the non-proliferation agenda and to advance measures to protect civilians and combatants from indiscriminate weapons. I was particularly pleased to welcome the adoption in July 2015 of the agreement on the nuclear programme of the Islamic Republic of Iran — a testament to the value of diplomacy.

14. My tenure has coincided with unprecedented humanitarian needs across the globe and the highest level of forced displacement since the founding of this Organization. My advocacy for a more global, accountable and robust humanitarian system culminated in 2016 with the World Humanitarian Summit. The effort continues at the high-level plenary meeting on addressing large movements of refugees and migrants to be held in September in New York. My overarching message is for global solidarity in response to the needs of our fellow human beings. This is a theme that I have tried to strike since the outset in advocating for the prioritization of human rights, beginning with support for the establishment of the Human Rights Council just as I took office and continuing with my campaigns for the abolition of the death penalty and an end to discrimination on the basis of sexual orientation or gender identity, as well as my Rights Up Front initiative. I am heartened, as I leave office, to see the human rights agenda reflected in the Sustainable Development Goals, in our peace and security strategies, and in our efforts to address violent extremism. While our dedicated human rights mechanisms still have an overly full agenda of issues, the effort to place human rights at the core of all our work is a concrete manifestation of the promise to put human rights up front in everything we do, as a matter of course.

15. When I arrived at the United Nations, I was struck by the gap between the enormous dedication of its staff and the weaknesses of the systems with which they work. Member States, too, sent me a clear message that they expected more transparent, accountable and effective stewardship of the Organization and its resources. In response, and to enable the United Nations to live up to growing demands and commitments, I prioritized institutional and management reforms. I took steps to strengthen the accountability system, including a focus on internal controls and oversight mechanisms and tools to promote transparency and integrity. These included the establishment of the Independent Audit Advisory Committee, the implementation of a new internal justice system and an expansion of the senior managers' compacts to include heads of peacekeeping and special political missions. I also introduced new human resource policies, including mobility. I pushed for the evolution of the Secretariat to a global organization underpinned by modern management practices and business processes. Many of these reforms come to fruition as I wind down my term and I am delighted to leave in place for my successor an Organization that is well prepared for its eighth decade and the more complex world to which it must respond.

16. I also sought to take advantage of the emergence of new communications technologies, new media and new actors on the global stage, harnessing the power of partnerships and using the convening power of the United Nations to bring a wide range of actors together in pursuit of responses to pressing global challenges. Multi-stakeholder initiatives were established to address challenges such as women's and children's health, sustainable energy and hunger. I sought to open the doors of the United Nations ever further to parliaments and to civil society organizations, which play such a vital role in advancing critical agendas at the national and global level.

17. It has been a remarkable decade for the United Nations. As someone who grew up knowing this Organization as a beacon of hope, it has been privilege to serve. I have worked alongside Member States and many dedicated colleagues around the world. Too many staff members have given their lives serving the principles of the Charter of the United Nations. The best way to pay tribute to their sacrifice is to redouble our efforts. I have seen what transformation we can bring about when we pull together. But in my travels as Secretary-General, I have also seen despair, misery and hopelessness. Too often, these horrors are man-made. I have done what I can to ensure that the United Nations responds to the needs of the most vulnerable but that work is far from over. I will conclude my service at the end of this year and pass the baton to my successor, to whom I wish every success in what is, to quote the first Secretary-General, the most impossible job in the world. It is also the most uplifting.

Chapter II
The work of the Organization

A. Promotion of sustained economic growth and sustainable development

18. This reporting period marked the end of one era in the quest for sustainable development and the beginning of a new and even more promising phase in which there is a real chance for us to eliminate poverty, inequality and exclusion in all corners of the world. The global mobilization behind the Millennium Development Goals helped to lift more than 1 billion people out of extreme poverty, to make inroads against hunger, to enable more girls to attend school than ever before and to protect our planet. They generated new and innovative partnerships, galvanized public opinion and showed the immense value of setting ambitious goals. Yet the landmark commitment entered into by world leaders in the year 2000 — to "spare no effort to free our fellow men, women and children from the abject and dehumanizing conditions of extreme poverty" — was not fully achieved by the 2015 deadline.

19. Inequalities persist and progress has been uneven across regions, among and within countries, leaving millions of people behind. This is especially true where violence is reversing or impeding advances in development. The dramatic upsurge and relapse of conflicts in the past decade tremendously reduced the gains that were made. At a time of growing polarization and crises, a new era for sustainable development was needed. The experiences and evidence from the efforts to achieve the Millennium Development Goals demonstrated that we know what to do, but also indicated a need for deeper approaches that can tackle root causes and do more to integrate the economic, social and environmental dimensions of sustainable development.

1. The 2030 Agenda for Sustainable Development

20. On 25 September 2015, world leaders gathered in New York to adopt the historic 2030 Agenda for Sustainable Development. The Agenda is the product of one of the most inclusive and holistic processes in United Nations history. As the global framework for the next 15 years and a promise by Member States to "leave no one behind", it encapsulates the global vision of the world we want to live in.

21. The Agenda is anchored on 17 Sustainable Development Goals. These goals commit all countries and stakeholders to (1) ending poverty in all its forms everywhere; (2) ending hunger, achieving food security and improved nutrition and promoting sustainable agriculture; (3) ensuring healthy lives and promoting well-being for all at all ages; (4) ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all; (5) achieving gender equality and empowering all women and girls; (6) ensuring availability and sustainable management of water and sanitation for all; (7) ensuring access to affordable, reliable, sustainable and clean energy for all; (8) promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; (9) building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation; (10) reducing inequality within and among countries; (11) making cities and human settlements inclusive, safe, resilient

and sustainable; (12) ensuring sustainable consumption and production patterns; (13) taking urgent action to combat climate change and its impacts; (14) conserving and sustainably using the oceans, seas and marine resources for sustainable development; (15) protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably managing forests, combating desertification, and halting and reversing land degradation and halting biodiversity loss; (16) promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels; and, finally, (17) strengthening the means of implementation and revitalizing the Global Partnership for Sustainable Development. The Goals are accompanied by 169 targets.

22. This is an ambitious agenda, integrating the social, economic and environmental dimensions of sustainable development, and addressing human rights and the interconnected root causes of poverty, hunger, pandemics, inequalities, environmental degradation, climate change, forced migrations, violence and extremism. The 2030 Agenda for Sustainable Development was built upon and expanded on the lessons learned from the Millennium Development Goals and other internationally agreed commitments. It is reinforced by and reinforces several other global agreements reached in 2015 and the reporting period, including the Paris Agreement under the United Nations Framework Convention on Climate Change, the Sendai Framework for Disaster Risk Reduction 2015-2030, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

23. The Sendai Framework for Disaster Risk Reduction 2015-2030 aims to guide management of disaster risk in development at all levels. It focuses on preventing new and reducing existing disaster risk through proactive measures and investments across all sectors, including education, health, agriculture, water and energy. The focus on increasing the number of countries with national and local disaster risk-reduction strategies by 2020 is a clear opportunity to complement national planning under the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change.

24. These mutually reinforcing agendas represent a new departure. The challenge now lies in implementation. This cannot be achieved by any actor alone. Ambition at the global level needs to translate to action by all communities and nations, on the basis of locally owned, gender-responsive implementation strategies. The systematic integration of a gender perspective into national sustainable development plans, strategies and budgets needs to be a priority. Governments must drive the process. They must show leadership and ownership and align policies, legislation and resources with the Sustainable Development Goals. Tapping into the synergies among the goals will help to fast-track implementation. In this vein, the Addis Ababa Action Agenda commits countries to set the necessary policies and regulatory frameworks and it incentivizes changes in consumption, production and investment patterns. The Action Agenda also reiterates that the fulfilment of all official development assistance (ODA) commitments remains crucial and stresses the role of ODA in catalysing additional resource mobilization from public and private sources. It also welcomes the increased contribution of South-South cooperation to sustainable development.

25. Special efforts will be needed in the least developed countries, the landlocked developing countries and the small island developing States. These countries, along

with conflict-affected States, represent segments of the global community that face the biggest constraints on sustainable economic growth and development. While national leadership and ownership are critical, these countries depend on global partnerships for financial resources, policy advice and technical assistance. The Istanbul Programme of Action, the political declaration adopted at the midterm review of the Programme of Action, the Vienna Programme of Action and the Samoa Pathway are compacts that address the challenges and opportunities of these groups of countries. These dedicated programmes of action complement Agenda 2030. The Technology Bank for the Least Developed Countries, to be operational in 2017, has the potential to strengthen national capabilities and provide expertise to least developed countries to achieve internationally agreed development goals.

26. Financing will also be key to implementation. The Economic and Social Council forum on financing for development was a key first step in this regard. As an input to that important discussion, the Inter-agency Task Force on Financing for Development produced a report that maps the more than 300 commitments and action items contained in the Addis Agenda, including the means of implementation targets for the Sustainable Development Goals. It creates a monitoring framework and presents data sources and tools to monitor their implementation in future years. Another important input was the first Global Infrastructure Forum, held by the multilateral development banks in Washington, D.C.

27. Implementation — and accountability for implementation — will also falter without quality, accessible and timely data. The Statistical Commission of the Economic and Social Council has agreed on a global indicator framework. The implementation of an indicator framework for monitoring and assessing progress will present a challenge in many countries, and national statistical capacities will have to be strengthened. At its forty-sixth session, the Statistical Commission established the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development to provide strategic leadership for statistical monitoring and reporting of the implementation of the Sustainable Development Goals. The data revolution is an important enabler for the global indicator framework. The Statistical Commission is already working towards the organization of a United Nations World Data Forum at the end of 2016 to strengthen the dialogue with a broad range of partners and stakeholders.

28. In view of the adoption of Agenda 2030, the annual annex to the present report entitled "Millennium Development Goals, targets and indicators: statistical tables" has been discontinued. In its place, pursuant to General Assembly resolution 70/1, paragraph 83, there will be an annual progress report on Agenda 2030 based on a global indicator framework to inform the high-level political forum. An annex entitled "Sustainable Development Goals, targets and indicators: statistical tables" will be included in that progress report.

2. The need for action on climate change

29. This reporting period saw a new sense of urgency as well as new hope for the most existential quest of our time, to combat climate change and reverse its effects where we can. Climate change represents the greatest threat to achieving sustainable development and the eradication of extreme poverty. The year 2015 was the warmest since modern record-keeping began. The five-year period 2011-2015 was the warmest on record. Carbon dioxide levels — the primary driver of climate

change — surpassed 400 parts per million globally for the first time in recorded history. The science is crystal clear. So too are the increasingly visible effects in people's lives. Each year, we see increasing evidence of the effects, particularly on the world's poorest and most vulnerable populations. From the highly vulnerable island nations in the Pacific to the drought-stricken areas throughout the Horn of Africa, impacts of climate change are undermining the ability of developing countries to achieve sustainable development and in some cases threatening their very survival. Action on climate will reinforce action on sustainable development. Investments made under the climate agenda are investments in development. Global cooperation across all sectors of society is essential for meeting this challenge.

30. The reporting period witnessed the culmination of a 10-year effort on my part to contribute to the successful conclusion of an ambitious climate agreement. After the successful conclusion of my Climate Summit in 2014 in New York and the twentieth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change in Lima, I set two main objectives: to mobilize political will towards finalizing a new agreement in Paris at the end of 2015 and to catalyse ambitious action on the ground to reduce emissions and strengthen resilience. The engagement of Heads of State and Government during 2015 was also essential to finalizing an ambitious agreement. To that end, I convened leaders on two occasions to galvanize engagement at the highest levels in the lead-up to the twenty-first session of the Conference of the Parties in Paris. These encounters resulted in a broad consensus among key countries and provided strong impetus for an agreement in Paris.

31. The adoption of the Paris Agreement on 12 December 2015 and the high-level signature ceremony for the Paris Agreement, on 22 April 2016, capped a remarkable year of multilateral achievements for people and the planet. It demonstrated the real commitment and ambition of all countries around the globe to mitigate climate change by reducing their greenhouse gas emissions by and beyond 2020, and provides a solid foundation for the climate-resilient transformation of the global economy in a manner that is sensitive to human rights and gender equality.

32. Now it is critical to translate commitment into action. This transformation will help to secure a future that is safer, healthier and more prosperous for all. Action at every level, from the local to the global, must accelerate. We have no time to waste, and much to gain, by moving quickly down a lower-carbon pathway. Climate finance is critical for catalysing action on the ground and for building political trust. The definition of a politically credible trajectory for achieving the goal of $100 billion per year by 2020, and the full operationalization of the Green Climate Fund and the approval of its first projects by the Board of the Fund in November 2015, were crucial for the successful outcome in Paris.

33. Successful climate action is a multifaceted global challenge. Recognizing the importance of resilience and adaptive capacity, I also launched a new global initiative on climate resilience: A2R (Anticipate, Absorb, Reshape). A2R is a multi-stakeholder partnership that focuses on accelerating action to strengthen climate resilience prior to 2020, particularly for the most vulnerable countries and people.

B. Maintenance of international peace and security

34. The past year's efforts to prevent, contain and resolve violent conflict reminded us afresh of the necessity of the United Nations. The safety and prosperity of future generations was jeopardized by the failure of political leaders to govern peacefully and equitably and with respect for the rule of law; the continued diversion of resources from development to the waging of war; alarming disregard by warring parties for international human rights and humanitarian law; and a failure to speak out consistently against violations or to hold perpetrators accountable for crimes committed. Atrocity crimes continued to be a regular occurrence. Children bore arms instead of school books. People fled their homes in larger numbers than ever before. The social fabric of entire regions was put at risk. These trends have had terrible consequences for civilians, including in the Middle East and parts of Africa.

35. Consequently, the reporting period saw a surge in demand for United Nations efforts to prevent and manage conflict and to sustain peace. More peacekeepers were deployed than ever before in the Organization's history. The demand for mediation support and good offices, including through special political missions, and the price tag for humanitarian assistance reached all-time highs. The unsustainability of this situation is clear.

36. This heavy burden of conflict could be measured qualitatively as well as quantitatively, in the form of increasingly complex conflict dynamics and deteriorating operating environments. In Afghanistan, Iraq, Mali, Somalia, the Syrian Arab Republic and Yemen, armed conflict continued to be intertwined with terrorism, with violent extremists exploiting national, regional and local vulnerabilities, including ethnic, religious, socioeconomic and political tensions. The rapid emergence of the so-called Islamic State in Iraq and the Levant (ISIL), or Daesh, reshaped the violent extremist landscape and amplified the already substantial threat posed by older extremist groups such as Al-Qaida, Boko Haram and Al-Shabaab. In the past six months alone, ISIL carried out, inspired, or claimed responsibility for terrorist attacks in Bangladesh, Belgium, Egypt, France, Germany, Indonesia, Lebanon, Pakistan, the Russian Federation, Turkey and the United States of America. There was also evidence that human-trafficking and migrant-smuggling groups were profiting from the movements of large numbers of refugees and migrants fleeing violence, persecution and disenfranchisement, exacerbating the suffering of those in search of safety and security.

37. These trends complicated the task of United Nations mediators attempting to broker inclusive political solutions. Peace operations struggled to operate effectively in non-permissive environments with high levels of ongoing violence. That 43 peacekeepers were killed and 75 injured in malicious acts between 1 August 2015 and 31 May 2016 demonstrates that peacekeeping is a dangerous, and sometimes fatal, endeavour. United Nations personnel and programmes in both mission and non-mission settings, including those previously assessed as low risk, faced complex, diverse and multifaceted security threats, arising from armed conflicts, volatile post-conflict environments, terrorism, civil unrest, violent crime, political crisis, grave human rights violations, humanitarian emergencies and frequent natural disasters. The number of direct attacks against United Nations premises and vehicles increased. Forecasts indicate that the combination of armed conflict with violent extremism will continue to shape the global security landscape.

38. The reporting period also saw important developments towards a more peaceful future, however. The adoption of Agenda 2030 and the three important peace and security reviews conducted in 2015 — on peace operations, on peacebuilding and on Security Council resolution 1325 (2000) — gave us a road map for collective action to prevent and resolve conflict. Because an increasing proportion of the extreme poor live in conflict-affected countries and 125 million people require humanitarian assistance, the world will not be able to reach the Sustainable Development Goals in 2030 without greater efforts at working on conflict — that is, finding political solutions through inclusive political dialogue that addresses the drivers of conflict. Greater efforts at working in conflict will also be crucial — that is, strengthening the delivery of services in protracted crises in remote locations and reaching the marginalized.

1. Conflict prevention and mediation

39. The first and clearest priority, an unambiguous lesson of the reporting period, is that conflict prevention and mediation need to be brought back to the centre of all United Nations engagements. The conflicts in the Syrian Arab Republic and Yemen as well as the crisis in Burundi demonstrate the need for more, not fewer, of these activities. The large movements of refugees and migrants around the world also underscored the need to address the root causes of these movements and the conflicts that prompt them. It was also the central appeal of the three important peace and security reviews conducted in 2015 — on peace operations, on peacebuilding and on Security Council resolution 1325 (2000). Prevention is a responsibility under the Charter, one that must be shared by the United Nations, Member States, regional and subregional organizations, and civil society.

40. I continued to offer my good offices and to undertake conflict prevention, preventive diplomacy and mediation efforts during the reporting period in a wide array of contexts. The United Nations led mediation efforts in some of the most difficult conflict settings, such as Libya, the Syrian Arab Republic and Yemen. In other cases, it co-mediated with regional and subregional organizations, or supported initiatives led by those organizations. Throughout all this work, the United Nations insisted on the indispensable participation of women in peace processes and mediation.

41. My Special Envoy for Syria convened several rounds of intra-Syrian negotiations to seek an end to the conflict through a political transition based on Security Council resolution 2254 (2015) and the Geneva communiqué. Hopes for the situation in the Syrian Arab Republic tentatively improved with the cessation of hostilities on 27 February and an increase in humanitarian assistance, but progress remains slow and fragile. In Yemen, my Special Envoy continued efforts to promote a peaceful resolution of the conflict. The inter-Yemeni peace talks that commenced in April continue. While both sides have committed to reaching an agreement on an end to hostilities and a path towards the resumption of the political transition process, deep differences between the two sides remain. Ensuring the effective implementation of the agreement will require constructive engagement by all Yemeni parties, as well as strong regional support. Meanwhile, since the signing of the Libyan Political Agreement on 17 December 2015, some of the institutions envisaged, including the Presidency Council, have been formed. Efforts are now focused on broadening the basis of support for the agreement and for the bodies it created, as well as addressing the security situation, which remains a concern. The

United Nations Support Mission in Libya is providing support to the Presidency Council and working to re-establish the Mission's presence in Tripoli to enhance these efforts.

42. In Burundi, the security situation remained precarious, owing to a pattern of politically motivated and targeted violence connected to the ongoing political crisis. The Security Council requested me to provide my good offices and technical and substantive support to the mediation process, led and facilitated by the East African Community, as endorsed by the African Union. In the Great Lakes region, my Special Envoy, in close collaboration with my Special Representative for the Democratic Republic of the Congo, continued to support and monitor the implementation of national and regional commitments under the Peace, Security and Cooperation Framework in coordination with regional and subregional partners.

43. There was more encouraging news elsewhere. In Myanmar, the landmark elections of November 2015 transformed the country's political landscape by bringing Aung San Suu Kyi and her party into power. As the new Government embarks on a national political dialogue process to unify the country, it faces major challenges in confronting entrenched attitudes, especially in Rakhine, and meeting the heightened expectations of its people. I shall continue to make my good offices available to Myanmar as it moves strenuously ahead to improve the lives of its peoples and make the peace process and future elections truly inclusive. In Colombia, the United Nations is preparing for the deployment of a special political mission, pursuant to Security Council resolution 2261 (2016), which will be responsible for the monitoring and verification of the laying down of arms, and be a part of the tripartite mechanism that will monitor and verify the definitive bilateral ceasefire and cessation of hostilities once the peace agreement is signed. In Cyprus, encouraging progress towards a comprehensive solution was made in the leaders-led negotiations facilitated by my Special Adviser.

44. Beyond these specific good offices efforts, I continued to strengthen United Nations regional capacities and to better position the Organization to deal with rapidly deteriorating crises and tense political environments in non-mission settings. United Nations regional offices for West Africa and the Sahel, for Central Africa and for Central Asia continued to serve as highly effective "forward platforms" for conflict prevention. The strengthening of the United Nations Regional Office for Central Africa is contributing to that Office's ability to engage preventively in the region. Greater support was also provided to resident coordinators in non-mission settings, especially those facing tense political environments and rapidly deteriorating crisis contexts.

45. I also continued strengthening our relationship with the World Bank. The joint financing initiative with the World Bank and the Islamic Development Bank announced in October 2015 in Lima is supporting countries in the Middle East and North Africa, including Lebanon and Jordan, which are bearing a disproportionate responsibility in hosting refugees from conflict, especially from the Syrian Arab Republic. Given the full range of challenges faced by these host countries, there is a clear conflict prevention dimension to this innovative approach. Finally, I launched a policy discussion in the United Nations System Chief Executives Board for Coordination on integrating conflict prevention and peacebuilding efforts into the Organization's broader work to support the 2030 Agenda for Sustainable Development. Many of these efforts, however, were undertaken without meaningful

regular budget resources. I regret that, during the reporting period, my case for bringing to an end the unsustainable reliance on extrabudgetary resources for vital prevention and mediation work did not meet more favour with Member States. I will continue to make the case at every opportunity.

2. Peace operations

46. The deployment of United Nations peace operations remained at its highest level in history during this reporting period. With nearly 125,000 uniformed and civilian personnel from more than 100 Member States deployed in 16 peacekeeping missions, and over 3,600 civilian staff working in 37 special political missions, the United Nations continued to make a tangible contribution to peace and security in many parts of the world.

47. A number of countries hosting peacekeeping missions saw progress over the past year: the successful elections in Côte d'Ivoire confirmed that the country was moving firmly towards lasting peace and ready to conclude the peacekeeping phase of the United Nations engagement; a peace agreement signed in Mali sets out a new vision for governance and security in the north; and, in the Central African Republic, the Bangui Forum and the subsequent elections paved the way for a new phase in the country's transition from conflict. Nevertheless, other missions, such as the United Nations Mission for the Referendum in Western Sahara, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the African Union-United Nations Hybrid Operation in Darfur and the United Nations Mission in South Sudan, continued to face a number of difficulties, including with regard to host government consent and cooperation. In South Sudan, the agreement of August 2015 faced numerous implementation difficulties stemming from the leaders' inability to overcome their differences. With respect to Western Sahara, in March 2016 the Mission saw the bulk of its civilian staff expelled from Laayoune at the request of Morocco, resulting in unprecedented challenges to fully carrying out mandated activities.

48. A growing number of peace operations faced extremely challenging operating environments classified as substantially, highly or extremely dangerous. Approximately 90 per cent of personnel in special political missions are working in countries experiencing high-intensity conflict. For example Afghanistan continued to endure higher casualties from a continuing conflict, a contracting economy with low growth and high unemployment, thereby fuelling migration flows, and a deepening of political divisions. My Special Representative provided support for peace and reconciliation initiatives at national and local levels. In Somalia, my Special Representative continued to work in close coordination with the Federal Government, regional leaders and international partners to harmonize views on key political processes such as the review of the Provisional Constitution and consultations on the 2016 electoral process. In Iraq, my Special Representative continued his good offices work with Iraqi leaders, civil society and others to promote a genuine and inclusive reconciliation process that reaches all levels of Iraqi society. Political dialogue, implementation of the Iraqi Prime Minister's reform agenda, and addressing the economic and security situations all remain key requirements to ensure long-term stability in Iraq.

49. Compounding these security challenges, several peacekeeping operations are also operating in remote locations. In Mali, the United Nations Multidimensional

Integrated Stabilization Mission faces a deadly and persistent threat from terrorist armed groups, and while it is widely agreed that peacekeeping operations should not engage in counter-terrorism activities, this case demonstrates the need to provide peacekeeping operations with the requisite capabilities to protect themselves and implement their mandates in complex asymmetric settings.

50. On the support side, continued strides were made in the reporting period to take full advantage of technology to assist peace operations in implementing their mandates more effectively and safely and in making mission support more efficient and cost effective, and less labour intensive. There were further reductions in the spending and support costs per mission personnel and more than 70 per cent of mission personnel now benefit from one or more shared services arrangements. We also took significant steps to advance environmental issues in peacekeeping, developing a partnership with the United Nations Environment Programme for technical assistance and creating capacity to coordinate the overall environmental footprint of operations, in the energy, waste, water and waste water sectors, among others. Good environmental management is increasingly a central consideration in mission planning processes, and there are plans to introduce a system for monitoring and managing operational performance in this area across missions.

51. In order to better respond to the spread, intensity and evolving nature of conflict, I established a High-level Independent Panel on Peace Operations, whose report, released in June 2015, forged a new vision for peace operations. My response, issued in September 2015, set an ambitious but critically important reform agenda which the Secretariat has begun implementing. A Leaders' Summit on Peacekeeping, on 28 September 2015, which I co-chaired with nine Heads of State and Government, reinforced the peacekeeping partnership by laying the foundations for a new, progressive and cross-regional vision for peacekeeping operations. At the Summit, some 60 Member States pledged over 40,000 police and military personnel, broadening the base of contributors to peacekeeping and reaffirming its universal character.

52. These initiatives sent an important political signal about the commitment to effective peace operations in a changing global landscape. Significant efforts were made to implement as many of the concrete ideas and commitments as possible during the reporting period. A central pillar of the reform agenda is strengthening the planning and conduct of peace operations. As part of this effort, over the past year the Secretariat has intensified efforts to improve the capabilities and performance of peacekeeping operations. This includes ensuring that uniformed personnel are trained and equipped to optimally respond to the operational challenges they face; strengthening a military performance evaluation framework which is accepted by all; and establishing command and control systems that are responsive and effective.

3. Protecting civilians

53. Tragically, this reporting period witnessed continuing brutality and grave violations of international humanitarian law as well as human rights abuses against civilians in many conflict settings. United Nations initiatives to protect civilians from such violations and abuses and ensure the enjoyment of their most basic rights took many forms. We provided support to Member States in developing and strengthening their capacity to prevent and respond to atrocity crimes, and ensure

the rule of law, in full respect for international human rights law. The Security Council reiterated calls for compliance with international humanitarian and human rights law, as applicable, and for accountability for perpetrators of violations and abuses, including grave violations against children in armed conflict. There was significant progress in ending the recruitment and use of children by government armed forces, with advances in the criminalization of recruitment and in the establishment of age verification processes. The United Nations also engaged with several non-State armed groups listed in the annex to my annual report on children and armed conflict based in Colombia, Myanmar, the Philippines, the Sudan and South Sudan. Negotiations on action plans to end and prevent violations against children were especially effective where peace processes were ongoing or agreements were being implemented. On 15 May, the Government of Colombia and the Revolutionary Armed Forces of Colombia — People's Army (FARC-EP) announced the decision to separate minors under 15 years of age from FARC-EP camps as well their commitment to develop a road map to complete the separation of all minors.

54. We made important strides in the past year with armed groups and parties to peace processes in addressing and ensuring accountability for conflict-related sexual violence. The joint announcement of 15 December 2015 by the Government of Colombia and FARC-EP on victims provides for the removal of amnesties for the most serious crimes, including conflict-related sexual violence. In Côte d'Ivoire, the Democratic Republic of the Congo, Guinea and South Sudan, we advocated for and achieved concrete advances in the form of convictions, indictments, a framework for implementation and a code of conduct, respectively.

55. At the same time, we confronted emerging challenges and previously unforeseen threats. We observed a clear link between the rise of violent extremism and the most egregious forms of sexual violence being perpetrated by extremist groups. This is occurring in Iraq and the Syrian Arab Republic, but also in Libya, Mali, Nigeria, Somalia and Yemen. It includes rape, sexual slavery, forced marriage, forced pregnancy and forced abortion, often as forms of religious and ethnic persecution. The Security Council expressed its deep concern regarding this disturbing trend, expanding the sanctions framework for the suppression of terrorist financing to formally include ISIL, and condemning the abduction of women and children for sexual exploitation, trafficking and trading and to force the payment of ransoms. Within this context, it is also important to bear in mind that other parties to conflict, including non-State armed groups and State forces, continue to be responsible for acts of conflict-related sexual violence and other violations of their obligations under international humanitarian law, and to disregard the most basic human rights of civilians, the sick and wounded, and hors de combat soldiers.

56. In 2015, the Global Study and the high-level review of the implementation of Security Council resolution 1325 (2000) on women and peace and security provided strong evidence that women's empowerment and participation contribute decisively to the success of peace talks, to conflict prevention and economic recovery, as well as to the effectiveness of humanitarian assistance and the likelihood of sustainable peace. All three reviews recognized the centrality of the women and peace and security agenda for the United Nations work. Several recommendations are being implemented, including new initiatives aimed at building gender analysis capacity in peace operations, boosting women's representation in peacekeeping, and tracking and scaling-up funding for initiatives related to women and peace and security.

Many were reflected in Security Council resolution 2242 (2015), including the establishment of an informal expert group on women and peace and security, to allow the Council to take a more robust approach to the agenda in its own work, and ensuring women's participation and leadership in developing strategies to counter terrorism and violent extremism.

57. Finally, with respect to the protection of civilians, I am horrified that some cases of abuse against civilians came from the very people sent to protect them: United Nations personnel and non-United Nations forces operating under a United Nations mandate. Sexual exploitation and abuse devastated the lives of victims and critically damaged global perceptions of the Organization. I took vigorous steps to combat this scourge, commissioning an independent review of our response in the case of the Central African Republic and, pursuant to its findings, appointing a Special Coordinator to strengthen our ability to prevent abuse and to respond to cases in a timely, transparent, measurable and visible way. In February 2016, I issued a report announcing additional measures to ensure greater oversight of operations and strengthen accountability in the areas of prevention, enforcement and remedial action to assist victims (A/70/729). Ensuring greater accountability is a collective endeavour and will require the full engagement of Member States.

4. Mission transitions

58. During the reporting period, three peacekeeping missions — the United Nations Operation in Côte d'Ivoire, the United Nations Mission in Liberia and the United Nations Stabilization Mission in Haiti — were undergoing a comprehensive reconfiguration process that will result in their drawdown and eventual withdrawal, and one special political mission, the United Nations Electoral Observer Mission in Burundi, concluded its mandate and drew down its operations in December 2015. Strategic assessments were planned (in Liberia and Haiti) or carried out (Côte d'Ivoire) during the reporting period, in order to effectively manage the transition, to help avoid any uncertainty, power vacuums, or relapse into conflict, and to prepare host governments and remaining United Nations actors for the post-mission phase. These reviews will contribute to a shared understanding of the critical residual peacebuilding needs that will guide engagement throughout and beyond the transition process.

59. Building legitimate institutions, promoting good governance and establishing representative and inclusive State authority are key considerations for the durable consolidation of peace and stability, and pave the way for the progressive drawdown and exit of peace operations. For these efforts to be effective, however, securing the strategic consent and ownership of the host Government and national counterparts is critical. In the Central African Republic, the United Nations Multidimensional Integrated Stabilization Mission began working with national counterparts and international partners to develop a compact aimed at defining joint priorities and fostering a spirit of mutual accountability in efforts to sustain peace.

5. Sustaining peace

60. Ground-breaking resolutions were adopted by the General Assembly (resolution 70/262) and the Security Council (resolution 2282 (2016)) on the review of the peacebuilding architecture. "Sustaining peace" as defined in the resolutions must now be at the core of United Nations actions, meaning that the prevention of

violent conflict must be prioritized at every stage of a crisis and in all pillars of the United Nations work. In the resolutions the two organs also emphasize partnerships with regional and subregional organizations and international financial institutions and the importance of inclusivity, including of women and youth, and people-centred approaches for successful peacebuilding. I am invited to report to the General Assembly at its seventy-second session on the implementation of the resolutions, including with options for the adequate and sustainable financing, through assessed and voluntary contributions, of the peacebuilding activities of the United Nations system. I very much welcome this request and urge the Member States to take the necessary decisions to ensure solid resources behind our efforts to sustain peace.

61. The Peacebuilding Commission is a key platform to sustain peace in conflict-affected countries, and continues its engagement in Burundi, the Central African Republic, Guinea, Guinea-Bissau, Liberia and Sierra Leone. During the reporting period, the Commission has embraced more flexible working methods, strengthened partnerships with regional and subregional organizations and continued to highlight peacebuilding needs in the post-Ebola recovery period from the national and regional perspectives. The Commission highlighted thematic policy and regional priorities, including cross-border and transnational challenges, financing for peacebuilding, youth and gender issues and transitions, and discussed peacebuilding needs and lessons learned in several countries, including Burkina Faso, Papua New Guinea and Somalia.

62. The Peacebuilding Fund allocated $77.9 million to 14 countries in 2015, including significant allocations to priority peacebuilding activities in countries such as the Central African Republic, Guinea-Bissau, Madagascar, the Niger and Somalia. Also in 2015, for the first time, the Fund successfully met my target by allocating 15.7 per cent to initiatives that focused principally on gender equality and women's empowerment. I directed the Fund to support the United Nations renewed engagement in Sri Lanka to help the new Government to build trust and confidence among the people on its reconciliation and accountability/transitional justice agenda. Unfortunately, the Fund had its third weakest year since initial pledges in 2006, receiving $53.5 million in contributions from donors. As a result, it will not be able to reach its annual allocation target of $100 million in 2016 without additional donor contributions. This reality means that we are missing critical opportunities to ensure strategic coherence and enable politically risky but necessary endeavours. It also exposes the gap between norms and reality in preventing conflict and sustaining peace. Closing that gap is not just desirable, it is a matter of life and death for millions.

6. Democratic transitions and elections

63. Providing electoral support to Member States continued to be a priority during the reporting period. The United Nations provided electoral assistance to 67 countries. Many of these were cases where United Nations good offices were also being carried out. Emphasis was placed on the use of measures to strengthen confidence in electoral processes and help to bring about peaceful outcomes. United Nations support continued to include technical advice to Member States in designing inclusive electoral systems, reforming electoral frameworks that enjoy the broad support of national stakeholders, and putting in place electoral management bodies that are, and are perceived to be, impartial, honest and capable. Gender

considerations were systematically included in all electoral assistance activities and policies.

64. In Guinea, the United Nations helped to facilitate the resumption of the deadlocked political dialogue between the Government and the opposition on the electoral process, paving the way for the timely organization of the 2015 presidential election. Support to Nigeria's fifth general elections, in 2015, involved high-level diplomatic engagement. My Special Representative for Central Africa also sought to defuse high tensions surrounding some of the elections in that region through the deployment of multi-agency teams to monitor the situation on the ground, report on developments, and support good offices interventions, for example in the Republic of the Congo. In Burkina Faso, the United Nations accompanied a delicate and often tense transition process that ended with the inauguration of President Kaboré in December 2015. My Special Representative for West Africa and the Sahel also exercised good offices to promote peaceful elections in the Niger in March-April 2016. At the request of the Government of France, experts were deployed to support the preparation of a new register of voters that may be used for a referendum on the future status of New Caledonia within the framework of the Nouméa agreement.

65. The United Nations continued its technical support to the electoral process in a number of countries under a mandate from the Security Council. In Côte d'Ivoire, my Special Representative built confidence between the parties, thus allowing them to overcome the thorny issues that risked delaying the electoral process. The United Nations Operation in Côte d'Ivoire provided much-needed logistics support. The United Nations Electoral Observer Mission in Burundi observed all major electoral events in Burundi in 2015 and found that "the overall environment was not conducive for an inclusive, free and credible electoral process". These conclusions were consistent with those of the African Union and subregional organizations.

66. Some of the contexts in which assistance was provided were very complex and fragile. In the Central African Republic, we assisted national stakeholders in ensuring that the 2015/16 presidential and legislative elections were credible and peaceful. Technical support was provided to electoral reform and preparations for the upcoming parliamentary and district council elections in Afghanistan. The Organization also continued its technical electoral support to Haiti in the complex and fraught political environment leading up to the 2015/16 presidential and legislative elections.

67. Beyond elections, the United Nations assists democratic transitions by providing political facilitation and supporting national efforts to strengthen accountability and the rule of law and to advocate for space for civil society organizations, which regrettably face increasingly harsh restrictions in a growing number of countries. Parliaments remained key partners during the reporting period. Two landmark United Nations agreements — the 2030 Agenda for Sustainable Development and the Sendai Framework for Disaster Risk Reduction — explicitly referenced their role in implementing and monitoring Governments' international commitments. A large number of United Nations entities continued to provide support to many national parliaments around the world.

C. Development of Africa

68. Africa's development priorities identified in the African Common Position on the post-2015 development agenda were enshrined during the reporting period in several continental and global landmark agreements, including the African Union Agenda 2063, the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda. Effective implementation of these agendas will require coherence and complementarity between global, continental, regional, national and local efforts. The continent has embarked on the first ten-year implementation plan for the African Union Agenda 2063. The Agenda's people-centred approach promises to enhance inclusive economic and social progress and its emphasis on agriculture development, infrastructure development and industrialization provides critical drivers for job creation and poverty eradication. The United Nations system is supporting the efforts of the African Union, the New Partnership for Africa's Development (NEPAD) and African regional economic communities for the effective implementation of the new agendas.

69. The slowdown in the economies of major trading partners and low commodity prices decreased growth projections for Africa during the reporting period. However, the remarkable economic performance of past years was sustained in part through improving macroeconomic management and economic diversification. Africa continued to make progress in the implementation of NEPAD. African countries have also continued their efforts to promote regional integration, including through the Tripartite Free Trade Area, which provides a strong foundation for the establishment of the Continental Free Trade Area by 2017.

70. The partnership between the United Nations and the African Union deepened considerably, including through the adoption of the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017-2027 and through efforts to finalize a joint United Nations-African Union framework for an enhanced partnership in peace and security. The United Nations continues to support the Silencing the Guns initiative of the African Union to end all wars in Africa by 2020.

71. Both the 2030 Agenda for Sustainable Development and the African Union Agenda 2063 recognize the importance of peace and stability, not only as critical enablers but also as important components of sustainable development. In line with this aspiration, Africa has also continued, with the support of the United Nations and development partners, to address emerging challenges to peace, security and development, such as the rise of terrorism and violent extremism as well as the growing number of migrants, refugees and internally displaced persons. In this regard, African countries continue to attach great importance to tackling the root causes of conflict such as youth unemployment, inequality, and economic and social exclusion, including through the African Peace and Security Architecture and the African Governance Architecture. Recognizing the critical needs and role of women, the African Union declared 2016 the African Year of Human Rights with Particular Focus on the Rights of Women.

D. Promotion and protection of human rights

72. It pains me that the basic rights of so many people were violated or remained unfulfilled in the past year. The rights of asylum seekers, refugees and migrants were a top concern. Thousands lost their lives during journeys in search of safety, protection and a more dignified life. Refugees and migrants were faced with alarming levels of discrimination and abuse in countries of origin, transit and destination and inadequate respect for human rights standards. The forced displacement of people being at levels higher than at any time since the founding of the Organization, this became a pressing global issue. Cooperation between States on migration, greater sharing of responsibility for refugees, and gender-responsive, human rights-based policies and laws on migration must improve significantly if we are to protect basic human rights and achieve the Sustainable Development Goals. In recognition of the gravity of the situation, the Human Rights Council held an enhanced interactive dialogue on the human rights of migrants in February. I issued a report in May (A/70/59) urging protection for refugees and migrants and calling, among other things, for a global compact on responsibility-sharing for refugees, the development of another global compact for safe, regular and orderly migration and a global campaign against xenophobia. I call on Member States to take decisive steps forward at the high-level meeting on these challenges to be held in September 2016.

73. Racial discrimination, xenophobia and related intolerance go beyond the issue of migration. They remain too common all over the world. The United Nations endeavoured to enhance equality and counter all forms of discrimination, including on the grounds of indigenous or minority identity, gender identity and sexual orientation, age, disability, income and albinism. The International Decade for People of African Descent was launched in 2015. Discrimination against women continues in law and in practice, many women suffering multiple forms of discrimination. Accelerating progress will require the universal ratification and full implementation of the Convention on the Elimination of All Forms of Discrimination against Women; removal of discrimination in the law; increased investments in gender equality and women's human rights; strengthened accountability mechanisms; participation by women in all levels of decision-making; and addressing inequalities.

74. The impact on human rights of growing inequalities, both within and between States, remained of grave concern to me. In view of the 2030 Agenda's core objective of reducing inequalities and realizing human rights for all, the past year featured intense efforts to integrate human rights in development and the economy. The United Nations endeavoured to keep human rights concerns front and centre of discussions on monitoring, review and accountability and on financing for development. This focus extended to the United Nations early warning efforts, in the form of initial steps towards an early warning system that recognizes links between conflict and violations of economic, social and cultural rights. Indeed, these elements are at the core of the Rights Up Front initiative that, in consultation with the General Assembly, has been implemented further. The initiative seeks to achieve existing United Nations mandates for prevention and early warning by bringing the three pillars of United Nations action — peace and security, development and human rights — together, through cultural change, operational change and strengthened engagement with Member States. The recent adoption of substantially identical resolutions by the General Assembly and the Security

Council on the review of the United Nations peacebuilding architecture further strengthened this approach by recognizing that sustaining peace should flow through all three pillars of the United Nations engagement at all stages of conflict.

75. The past year saw appalling disrespect for the protection of fundamental human rights and basic tenets of international humanitarian law in the context of conflicts around the world. Disregard for the core principles of distinction, proportionality and humanity in conflict situations by both States and non-State actors led to immense suffering, including in the Syrian Arab Republic, Yemen and Iraq. Nevertheless, important progress was made in integrating a human rights perspective in our peace and security work. The Security Council members increasingly called upon human rights experts to brief them, and included human rights analysis in their decision-making processes. The resolutions adopted on the review of the peacebuilding architecture encouraged Member States participating in the universal periodic review to consider the human rights dimensions of peacebuilding. The High-level Independent Panel on Peace Operations underscored the importance of human rights and the protection of civilians in peace operations. In follow-up, the United Nations took steps to ensure regular public human rights reporting, to strengthen human rights training for peacekeeping personnel, and to consolidate specialized protection functions within human rights components of missions. Our commitment to early warning and protection materialized through rapid responses to human rights crises. Steps were taken to swiftly deploy multidisciplinary teams to countries where crises were developing or risked developing. The renewed commitment of the United Nations to conflict prevention is also an acknowledgment of the important role that human rights analysis can play in identifying tools for preventive action.

76. With respect to the principle of responsibility to protect, I call on Member States to ensure that legal obligations are fully upheld in practice and that the highest possible standards of respect for human rights are maintained.

77. Member States continued to look to the United Nations to provide independent, impartial and authoritative assessments of situations of concern, through human rights commissions of inquiry and fact-finding missions. The Human Rights Council mandated missions relating to Boko Haram, Libya, the Syrian Arab Republic, Eritrea and South Sudan. Combating impunity and strengthening accountability and the rule of law remained a leading priority. Member States worldwide requested United Nations support on constitutional and legislative reforms, administration of justice and law enforcement, gender-sensitive reparations, witness protection measures and transitional justice initiatives and in relation to measures taken to prevent and counter violent extremism and to combat terrorism. This support enabled Governments and their civil society partners to align legal and judicial systems with States' human rights obligations. The abolition of the death penalty remained a human rights priority. The Organization's efforts to reach this objective included the biennial high-level panel at the Human Rights Council on regional efforts.

78. As the actors with primary responsibility for fulfilling human rights obligations, Governments must act on their duties. Guaranteeing space for civil society to fulfil its complementary role is fundamental. It was thus very worrying that, during the reporting period, the global trend continued of limiting space for civil society organizations. The freedoms of expression, association and peaceful

assembly were seriously challenged in many countries and in all regions. There were egregious reprisals against those who cooperated with the United Nations. Challenges frequently emerged during elections, campaigns by human rights defenders, social movements and political protests and in relation to counter-terrorism measures. The United Nations firmly defended the public freedoms that characterize democratic societies through advocacy and legal advice at the global, national and local levels.

79. The Human Rights Council addressed chronic, emerging and ongoing human rights crises in the reporting period. These included the dialogue on migrants and two special sessions to address the atrocities committed by Boko Haram and to prevent further deterioration of the human rights situation in Burundi. During its three regular sessions, the Council took action to prevent further deterioration of human rights violations, including against Rohingya Muslims and other minorities in Myanmar, and in Ukraine, South Sudan, the Sudan, Yemen and Libya, while monitoring situations in the Central African Republic and Côte d'Ivoire on a regular basis. The universal periodic review maintained full participation in the course of its second cycle. The Council's independent special procedures mandate holders increased in number, new mandates being established concerning albinism and the right to privacy. Mandate holders conducted 76 country visits in 2015. The human rights treaty bodies benefited significantly from the additional meeting time endorsed by the General Assembly in its resolution 68/268, resulting in the review of 173 State party reports; the adoption of views and decisions on over 160 individual communications; eight country visits by the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment; and national-level activities in more than 40 countries.

80. The General Assembly, at its seventieth session, adopted 48 human rights-related resolutions, 30 of which were adopted without a vote. I regret that a number of resolutions traditionally adopted by consensus were voted upon at that session, including those on the rights of the child; strengthening the role of the United Nations in enhancing periodic and genuine elections; and human rights defenders, while other resolutions traditionally enjoying widespread support required unprecedented levels of political compromise to be finally adopted without a vote, for example, the resolution on prevention of torture.

E. Effective coordination of humanitarian assistance efforts

81. We reached a critical juncture in the past year. Humanitarian needs outpaced anything we have seen before, stretching our responses to the breaking-point. During the reporting period, the United Nations and its partners appealed for $19.9 billion to assist 82 million people in 38 countries. This represents a tripling of the number of people targeted for humanitarian assistance in the past 10 years. While funding reached a record high of $10.6 billion in 2015, the resulting shortfall was also the largest ever. Forced displacement also reached unprecedented levels: the number of persons internally displaced owing to conflict and violence was 40.8 million by the end of 2015, and the global refugee total reached 20.2 million.

82. The year was dominated by five major emergencies, in the Central African Republic, Iraq, South Sudan, the Syrian Arab Republic and Yemen. In the Syrian Arab Republic, some 13.5 million people were in need of humanitarian assistance,

6.5 million were internally displaced and nearly 4.6 million were refugees. In Yemen, approximately 82 per cent of the population (21.2 million people) needed humanitarian assistance. A total of 346 natural disasters were recorded in 2015, claiming an estimated 23,363 lives, affecting 90.3 million people, displacing more than 19.2 million people in 113 countries, and causing damage worth over $65.2 billion.

83. The 2015/16 El Niño, one of the worst on record, has had devastating humanitarian impacts, leaving more than 60 million people in need of humanitarian assistance due to exacerbated droughts, floods and other extreme weather events. On 20 May, I announced the appointment of two Special Envoys on El Niño and Climate to increase attention to these challenges. The Sendai Framework for Disaster Risk Reduction brings disaster reduction into the mainstream of humanitarian as well as development action in an unprecedented way.

84. In the light of the strains on the humanitarian system, I convened the first World Humanitarian Summit in Istanbul on 23 and 24 May. Three years of intensive, inclusive multi-stakeholder consultations paved the way for the Summit. Other inputs included the High-level Panel on Humanitarian Financing and my own report entitled "One humanity: shared responsibility" (A/70/709), which laid out five core responsibilities critical to delivering better for humanity. Member States, United Nations agencies, civil society, non-governmental organizations, the private sector and affected people met in Istanbul to mark a turning point in respect of what needs to change to better address and reduce humanitarian need, risk and vulnerability over the longer term.

85. While the scale and duration of humanitarian crises around the world has stretched the humanitarian sector to its limit, global challenges such as political impasses in the face of crises, climate change, fragility and growing economic inequality, or pandemics, point to increasing humanitarian need in the future. This is a crucial time to invest in enhancing local capacities, reducing risk and building effective and inclusive institutions, especially in fragile contexts. We must also invest in women and girls, who are often affected differently and disproportionally by humanitarian crises. There was an unequivocal call for action at the Summit.

86. Member States and other stakeholders announced commitments and initiatives within the framework of the Agenda for Humanity and the five core responsibilities in order to drive change and reduce human suffering today and tomorrow. Humanitarian actors must continue to deliver predictable, timely and relevant assistance to affected people fully in accordance with humanitarian principles, and stronger efforts in prevention and preparedness, as well as in achieving sustainable results that contribute to reducing need, must be prioritized.

87. The World Humanitarian Summit and the Agenda for Humanity provided an historic opportunity to put affected people at the centre, but also remind us that we must transcend the humanitarian-development divide by working to reduce people's vulnerability and risk.

F. Promotion of justice and international law

88. This reporting period saw the first completion by an ad hoc tribunal of its mandate, with the delivery of the *Butare* appeal judgment by the International

Criminal Tribunal for Rwanda. The Security Council acknowledged the Tribunal's achievements, including its contribution to the process of national reconciliation and the restoration and maintenance of peace. The closure of the Tribunal for Rwanda does not signify impunity for those whose cases were not heard by the Tribunal. Indeed, one of the fugitives (Ladislas Ntaganzwa) was arrested in the Democratic Republic of the Congo and transferred to Rwanda in March for trial. Meanwhile, the International Tribunal for the Former Yugoslavia concluded the trials of Radovan Karadžić and Vojislav Šešelj. Mr. Karadžić was convicted of genocide, crimes against humanity and war crimes while Mr. Šešelj was acquitted of all charges. At the close of the reporting period, the Tribunal remained seized of two appeals and two trials of senior political and military figures. The International Residual Mechanism for Criminal Tribunals continues the jurisdiction and essential functions of the Tribunals for the Former Yugoslavia and Rwanda.

89. There were important developments also at the International Criminal Court. The Court concluded the trial of Jean-Pierre Bemba Gombo, who was convicted and sentenced to 18 years in prison for crimes against humanity and war crimes (murder, rape and pillaging) in the Central African Republic. Ahmad al-Faqi al-Mahdi, who faces charges of war crimes for intentionally directing attacks against historic monuments and buildings dedicated to religion in Timbuktu, Mali, expressed his intention to plead guilty to the charges. This is the first case to be exclusively focused on the war crime of intentionally directing attacks against cultural property.

90. At the Extraordinary Chambers in the Courts of Cambodia proceedings are ongoing in all three chambers. The Special Tribunal for Lebanon is conducting the trial in absentia of five persons accused of perpetrating the attack which killed Rafiq Hariri and 22 other persons. The Tribunal also delivered judgment in the first contempt trial against a corporate entity before an international criminal tribunal, with the acquittal of the corporate entity and a journalist. The Residual Special Court for Sierra Leone, which continues the jurisdiction of the Special Court for Sierra Leone, is also continuing its work.

91. The principle of complementarity in the Rome Statute demands that, in the first instance, prosecution of serious crimes of international concern take place at the national level. In this context, the United Nations is assisting in accountability efforts in South Sudan, the Central African Republic and Sri Lanka, in collaboration with Member States and regional organizations. In South Sudan, technical assistance is being provided to the African Union Commission for the establishment of the Hybrid Court for South Sudan to address international and national crimes committed since December 2013. This is the first occasion on which the United Nations has been tasked with providing technical assistance to a regional organization in the establishment of a hybrid tribunal. In the Central African Republic, the United Nations Multidimensional Integrated Stabilization Mission is assisting the transitional authorities in establishing a special criminal court. With respect to Sri Lanka, the United Nations stands ready to assist in implementing the Government's proposal to establish a judicial mechanism to investigate allegations of violations and abuses of human rights and violations of international humanitarian law, which were noted by the Human Rights Council.

92. The International Court of Justice in 2015 marked its seventieth anniversary as the main judicial organ of the United Nations. During the reporting period the Court delivered five judgments, three on preliminary objections and two on the merits. In

the case concerning *Certain Activities carried out by Nicaragua in the Border Area (Costa Rica v. Nicaragua)*, the Court found a violation of Costa Rica's territorial sovereignty and navigational rights. In the case concerning *Construction of a Road in Costa Rica along the San Juan River (Nicaragua v. Costa Rica)*, the Court held that Costa Rica had violated its obligation to carry out an environmental impact assessment concerning the construction of the road. In both cases, the Court found that there was no breach of substantive environmental obligations.

93. The Committee on the Elimination of Discrimination against Women issued its general recommendation No. 33 on women's access to justice. It stresses the importance of women's access to justice in diverse legal systems and all areas of law for all women, irrespective of economic or social status, political background, geographical location, disability, sexual orientation or gender identity.

94. The topic of oceans has been high on the agenda. Member States have continued their efforts to implement international law as reflected in the United Nations Convention on the Law of the Sea. This is key to the achievement of the 2030 Agenda, as it provides the legal framework for the conservation and sustainable use of oceans and their resources. The first global integrated marine assessment provided a critical scientific basis for this work. The Organization also took steps towards the development of an international legally binding instrument under the Convention on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction.

G. Disarmament

95. The elimination of nuclear and all other weapons of mass destruction remains a central but elusive objective of the United Nations. Despite commitments from Member States, there has been limited progress on this long-standing goal. For nuclear weapons, this is largely due to growing tensions between nuclear-armed States and sclerotic disarmament machinery. I am deeply disappointed that the Comprehensive Nuclear-Test-Ban Treaty is not yet in force 20 years after it was negotiated and that a fissile material treaty has not been negotiated. The fourth nuclear test by the Democratic People's Republic of Korea in January 2016 and its ballistic missile launches remain a source of serious international concern.

96. The inability of the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons to reach a substantive outcome created significant uncertainty over prospects for nuclear disarmament as well as for a Middle East zone free of nuclear and all other weapons of mass destruction. I have made clear my readiness to support efforts to promote the inclusive regional dialogue necessary to achieve the goal of a Middle East zone.

97. I was particularly pleased to welcome the adoption on 14 July 2015 of the Joint Comprehensive Plan of Action agreed by the Ministers for Foreign Affairs of the EU 3+3 (China, France, Germany, Russian Federation, United Kingdom of Great Britain and Northern Ireland and United States of America) and the Islamic Republic of Iran. This historic accomplishment — a testament to the value of diplomacy — marks an important turning point in the international community's relationship with the Islamic Republic of Iran and benefits nuclear non-proliferation. I am confident that this agreement will lead to greater mutual

understanding and cooperation on the many serious security challenges in the region and beyond.

98. I appreciate the efforts of the Open-ended Working Group on nuclear disarmament in taking forward multilateral nuclear disarmament negotiations and hope that those will produce an outcome that is inclusive and forward-looking.

99. I have condemned any use of chemical weapons and remain fully committed to their elimination. The Security Council demonstrated its resolve in this matter, adopting in August resolution 2235 (2015), by which it established an Organization for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism to identify those involved in the use of chemicals as weapons in the Syrian Arab Republic. The United Nations will continue to support the Mechanism so that it can finish its task in an impartial, professional and timely manner. Accountability matters not only to this case but as a future deterrent to the use of these inhumane weapons. The taboo against the use of chemical weapons has been broken and accountability is required to repair it.

100. Protecting civilians and combatants from indiscriminate weapons is a fundamental mission for the United Nations. Humanitarian disarmament thus continues to be a priority. I am encouraged by the interest in the challenges posed by lethal autonomous weapons systems. I welcome the engagement by the General Assembly and the Convention on Certain Conventional Weapons on the urgent humanitarian challenge posed by improvised explosive devices, and the growing support for a political commitment to reduce the devastating impact posed by the use of explosive weapons in populated areas. During the reporting period, the United Nations continued to support the universalization of and adherence to the Convention on Certain Conventional Weapons, the Anti-Personnel Mine Ban Convention and the Convention on Cluster Munitions. I welcome the Dubrovnik Action Plan adopted in 2015 by the First Review Conference of States Parties to the Convention on Cluster Munitions. These conventions are an example of partnership between States, the United Nations and civil society. Their implementation continues to be affected by donor resources, however.

101. I am deeply concerned by irresponsible arms transfers and the continued large-scale illicit trafficking of weapons. Some States made important decisions to deny arms exports, including decisions based on the formulation in the Arms Trade Treaty of an "overriding risk" that the export would contribute to undermining peace and security or be used to commit or facilitate serious acts of gender-based violence or violence against women and children. I am pleased that 2015 saw further growth in the number of ratifications of the Treaty.

102. The adoption of the 2030 Agenda for Sustainable Development was a defining moment for global efforts to prevent, combat and eradicate the illicit arms trade: the Agenda included a specific target to significantly reduce illicit arms flows by 2030.

103. As our world becomes increasingly dependent on information and communications technology, the potential security implications continue to grow. In 2015, a group of governmental experts, as mandated in General Assembly resolution 68/243, produced a report on norms, rules and principles of responsible State behaviour in the cybersphere. The next group of governmental experts will meet late in 2016 and should enhance this baseline framework.

104. Similarly, the importance of outer space means we must ensure that its benefits can be enjoyed by all States. I am encouraged by efforts to implement transparency and confidence-building measures in outer space, including through enhanced cooperation between the First and Fourth Committees of the General Assembly.

105. I remain particularly concerned by the growing nexus between terrorism and chemical, biological, radiological and nuclear security. The Nuclear Security Summit in Washington in 2016 endorsed a United Nations Action Plan, focused on two relevant United Nations instruments: Security Council resolution 1540 (2004) and the International Convention for the Suppression of Acts of Nuclear Terrorism. The United Nations can play a key role in advancing this issue, including by engaging all Member States.

106. I am pleased to note that the United Nations has provided capacity-building assistance to Member States upon request to, inter alia, improve the control of small arms and light weapons and promote the effective implementation of both Security Council resolution 1540 (2004) and the Arms Trade Treaty. Outreach to civil society has been intensified. We also commemorated the seventieth anniversary of the first General Assembly resolution, which established the goal of eliminating atomic weapons.

H. Drug control, crime prevention and combating international terrorism in all its forms and manifestations

107. Confronting transnational threats, organized crime, terrorism, violent extremism and asymmetric violence has become an everyday matter for many United Nations personnel working in mission and non-mission settings around the world. These issues force the United Nations to redirect attention and resources at the expense of other fundamental priorities. In many contexts, the United Nations is challenged to "stay and deliver" in some of the most non-permissive and unstable environments, while ensuring the safety and security of personnel. This is not an easy task. Eight out of the 11 countries that face the highest levels of threat from Al-Qaida-affiliated terrorist groups host United Nations peace operations; seven of those eight missions are political missions, which do not have peacekeeping troops at their disposal and therefore face distinctive security challenges. Violence threatens more than the physical security of United Nations personnel. When staff are unable to operate or forced to leave, we cannot continue to deliver on our core mandate, the search for long-term, sustainable and inclusive political solutions which address the root causes of violence.

108. Underscoring how terrorists have taken advantage of political, social and economic cleavages in society to establish and advance their cause, most terrorist activities during the reporting period occurred in countries mired in new or old conflicts. A rising number of conflicts saw terrorism result in large-scale humanitarian crises and refugee flows. The rise of terrorist groups fuelled by violent extremist ideologies is also a growing concern. Focusing on short-term law enforcement and security measures without addressing the drivers of violent extremism will not, by itself, be successful. For this reason, I presented a Plan of Action to Prevent Violent Extremism (A/70/674), which contained more than 70 recommendations to Member States and the United Nations system. The Plan proposes the development of national plans of action that identify context-specific

drivers of violent extremism to more effectively address them. In addition, an agenda of forward-looking recommendations to strengthen international counter-terrorism cooperation was presented in my biennial report to the General Assembly on the implementation of the United Nations Global Counter-Terrorism Strategy (A/70/826 and Corr.1), marking its tenth anniversary. The report aimed to inform Member State consultations ahead of the General Assembly's fifth review of the Strategy, which was conducted on 30 June and 1 July, just after the submission of the report. Those consultations are expected to produce a resolution adopted by consensus that will chart the work of the Organization on counter-terrorism and preventing violent extremism for years to come.

109. Pending the review, work continued during the reporting period on the implementation of all four pillars of the United Nations Global Counter-Terrorism Strategy. Many United Nations entities assisted Member States in enhancing their capacities to counter terrorism and prevent violent extremism through a strengthened and coherent, "all-of-United Nations", approach, including through the Integrated Assistance for Countering Terrorism initiative and the capacity-building implementation plan for countering the flow of foreign terrorist fighters. Support was also provided to Member States in building the capacity of their criminal justice, border control and law enforcement systems, in particular to more effectively address the newly emerging challenges relating to terrorism, such as the phenomenon of foreign terrorist fighters, the growing nexus between terrorism and transnational organized crime and the financing of terrorism, including through trafficking in cultural property.

110. While significant progress in countering piracy off the coast of Somalia has been made, it remains fragile and reversible as credible reports suggest that commercial ships remain a target of Somali pirates and smaller vessels remain vulnerable. Long-term security off the coast of Somalia needs to be built up first on shore, where capacity-building efforts have yet to produce lasting and sustainable results in tackling the root causes of piracy such as a fragile economy, youth unemployment, weak judicial capacity and weak governance structures. The United Nations has been providing support to Somalia and the region through a Trust Fund to Support Initiatives of States Countering Piracy off the Coast of Somalia.

111. The General Assembly held a special session on the world drug problem in April. In the lead-up, many United Nations entities supported Member States with evidence and analysis of the impact of the world drug problem. In the resulting outcome document (resolution S-30/1), the Assembly recognized the need for a comprehensive, integrated and balanced approach to addressing the multifaceted challenges presented by drugs around the world. In doing so, it emphasized the importance of scientific and evidence-based approaches to supply and demand reduction, while addressing cross-cutting themes such as the protection of human rights, health, mainstreaming gender and age perspectives in drug-related policies and identifying new and emerging threats posed by new psychoactive substances. At the special session, the General Assembly laid the groundwork for the 10-year review of the Political Declaration and Plan of Action of 2009 relating to the world drug problem, the main policy document guiding international action in this area. I look forward to an inclusive dialogue that is open to new ideas and approaches in the lead-up to that review.

112. The United Nations continued to support Member States in preventing crime and reforming their criminal justice systems in line with international standards and norms. The first United Nations Chiefs of Police Summit reiterated the importance of United Nations policing in building and strengthening the capacities of host-State institutions to prevent and address transnational organized crime as well as situating policing in broader legal and security sector reform. Having supported the revision and adoption of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules) and other instruments, the Organization is providing technical assistance to address the global prison crisis, promote justice for children and enhance police and justice responses to violence against women and girls. The United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence is supporting countries in providing greater access to a coordinated set of essential and quality multisectoral services for all women and girls who have experienced gender-based violence. The Global Programme on Violence against Children is assisting countries in implementing their international commitments.

113. In support of the implementation of General Assembly resolution 69/314 and in line with its mandate the United Nations conducted the first global wildlife crime threat assessment, highlighting the vulnerability to organized crime of protected species of wild fauna and flora. United Nations entities continue to work together towards a common strategy on combating this illicit and tragic trade by addressing issues relating to demand and supply, creation of robust legal frameworks and effective international cooperation. My report to Member States on the implementation of resolution 69/314 (A/70/951) is available.

114. Ten additional States ratified the United Nations Convention against Corruption during the current biennium, bringing the number of States parties to 178. The implementation review mechanism completed more than 100 reviews and in November 2015 States parties launched the second cycle of the review mechanism.

115. The Organization continued to support the implementation by States of the United Nations Convention against Transnational Organized Crime and the Protocols thereto by providing enhanced technical assistance to counter all forms of organized crime, including the smuggling of migrants and trafficking in persons, especially in the context of conflict areas and the Mediterranean. The Security Council called on all Member States to do everything in their power to combat human trafficking, especially for sexual purposes, citing the Islamic State in Iraq and the Levant, the Lord's Resistance Army and Boko Haram as prime perpetrators. Efforts were also stepped up to ensure policy coherence while addressing illicit financial flows, issues relating to foreign fighters, and the recovery of stolen assets. The latter are an important part of the discussion on financing for development as the international community embarks upon implementing the 2030 Agenda, which explicitly recognizes the links between governance, the rule of law, justice, security and sustainable and equitable development for all.

Chapter III
Strengthening the Organization

116. The General Assembly made important strides in revitalizing its work during the reporting period, supported by the Secretariat where appropriate. For instance, it brought forward the elections of non-permanent members of the Security Council and members of the Economic and Social Council, introduced innovations in the selection process of my successor and enhanced its interaction with civil society. Intergovernmental negotiations continued on Security Council reform even as a commonly agreed formula continued to elude the membership as a whole. The Secretariat, meanwhile, continued to modernize and improve conference services provided to Member States, including through the use of new technologies to improve the timeliness and quality of multilingual documentation.

117. A similarly energetic use of technology and multilingual platforms, both traditional and digital, was applied to public information outreach activities during the reporting period to popularize the achievements and activities of the Organization, particularly the adoption of the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change. To mark the seventieth anniversary of the Organization, a year-long commemoration was undertaken. The various observances of the seventieth anniversary helped to connect the Organization to local and grassroots audiences worldwide and to engender further support for the United Nations and its work.

118. Following a decade of comprehensive management reform, the Secretariat is now well positioned to operate as a modern, efficient and integrated global organization. Through Umoja, the new enterprise resource planning system, business processes have been standardized and automated across our global operations. This is an opportunity to review the way we do business and to simplify and streamline processes and consolidate the fragmented administrative architecture of the Secretariat. In the hope of strengthening our stewardship of the resources Member States entrust to us, my proposal for a new global service delivery model is being developed and will be presented to the General Assembly at its seventy-first session.

119. The new staff selection and managed mobility system was launched starting with POLNET (political, peace and humanitarian job network) on 1 January 2016. This system provides a more strategic and global approach to human resources management while building an adaptable global workforce of staff with diversified skills and experience. Significant progress has been made in reducing the fragmentation of information and communications technology resources, which in turn enhances the Organization's ability to support Umoja and to comply with technology standards and best practices. There has also been progress on modernizing the office environment. The first phase of flexible workplace implementation started in January 2016.

120. During my tenure, the internal system of administration of justice which forms part of the accountability architecture of the Organization was established. The General Assembly envisaged a system that, inter alia, ensures the accountability of managers and staff members alike. The report of an independent panel and my comments on its assessment of the system are the subject of separate reports for the Assembly's consideration during the seventy-first session.

121. Enterprise risk management has been a key part of my vision of a strengthened Secretariat. It facilitates effective strategic decision-making across the Organization and stimulates healthy dialogue at the most senior levels on critical issues in an environment of growing complexity and uncertainty. Following a Secretariat-wide risk assessment, the Organization is taking steps to mitigate the top strategic risks to the Organization in areas such as organizational structure; organizational transformation; strategic planning and budget allocation; safety and security; extrabudgetary funding and management; and human resources strategy, management and accountability.

122. One of the most critical risks facing the Organization is the current security environment. Improvements in security management practices and policies have proved effective in containing casualties: a lower number of personnel have been killed as a result of violence since 2011, despite the increasing number of attacks against the United Nations. Tragically, however, in addition to the high losses of uniformed personnel mentioned in paragraph 37, 15 civilian personnel lost their lives as a result of acts of violence, mostly due to crime and civil unrest. The Organization has also focused on strengthening its duty of care to staff deployed in high-risk environments, balancing it with the implementation of critical United Nations programmes and mandates. In the global context, the Organization is determined to pursue effective and coordinated responses, consolidating its resources through the integration of all the security resources of the Secretariat under the Department of Safety and Security, and enhancing collaboration with host Governments towards greater security of United Nations personnel and accountability for perpetrators of crimes against United Nations personnel.

Partnerships

123. The United Nations has long recognized the power of partnering as a specific element of its work. Partnerships should include not only Governments but also businesses, private philanthropic foundations, international organizations, civil society, volunteer groups, local authorities, parliaments, trade unions, research institutes and academia. Multi-stakeholder arrangements have proved successful because they expand on traditional partnerships by significantly increasing available resources, improving the effectiveness of their use and increasing policy and operational coherence. Such partnerships can channel commitments and actions, and their success depends on assigning roles, responsibilities and clear accountability. The multi-stakeholder partnership model has emerged as a promising way to share burdens, catalyse action and bring all relevant actors to bear in addressing specific problems.

124. Multi-stakeholder partnerships are critical for the implementation of the 2030 Agenda for Sustainable Development. Engagement with business is proving especially important. Through our main initiative for mobilizing the private sector — the United Nations Global Compact — more than 8,000 companies are advancing principle-based business practices and advancing United Nations goals. A majority of companies surveyed indicate that they are aware of the Sustainable Development Goals and a similar majority state that they are willing to implement the Goals in their business plans. A clear trend is emerging: business organizations, including investors, seeing themselves as legitimate and involved actors in the broad sustainable development agenda. The Paris Agreement on climate change marks another milestone in terms of our ongoing collaboration with the international

business community — and likewise opens new opportunities for partnership and cooperation between the United Nations and business on this most urgent global issue.

125. Enhancing the integrity and accountability of the United Nations in working with the private sector is essential. The revised guidelines on United Nations-business cooperation are serving as a critical framework for coherent and transparent private sector engagement as the United Nations implements the 2030 Agenda and the Paris Agreement. These Guidelines on a Principle-based Approach to the Cooperation between the United Nations and the Business Sector also refer to the Guiding Principles on Business and Human Rights, with clear language on transparency and stakeholder accountability.

Chapter IV
Conclusion

126. Thus concludes my final annual report on the work of the Organization. I have sought to leave the Organization better prepared for the immense challenges ahead, able to serve its entire membership and "we the peoples" in every corner of the world. This report has made clear that the need for the United Nations is greater than ever and seems likely to grow. The Organization is engaged on the full range of pressing global issues across the world. The coming decade will be critical if we are to deliver on our promises to ensure a life of dignity for all and to save succeeding generations from the scourge of war and the threat of irreversible climate change. We must follow through on a host of ongoing reforms across all three pillars of the Organization. But we must not limit ourselves to the ongoing reforms. Continued innovation, openness and creativity will be required if the United Nations is to stay ahead of the changing global landscape and to remain a venue for principled collective action. I encourage Member States to make responsible use of this indispensable institution, with its universal membership and global reach. I look forward to working with them until my very last day in office.

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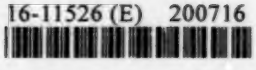

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